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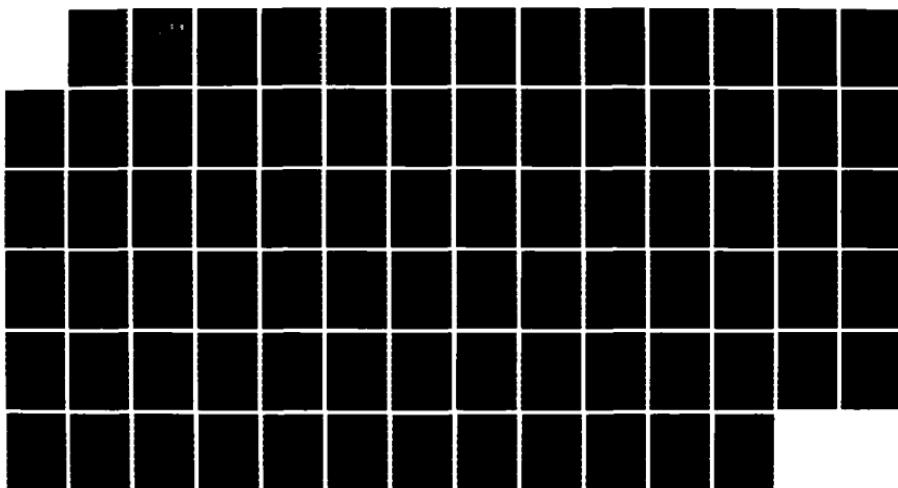
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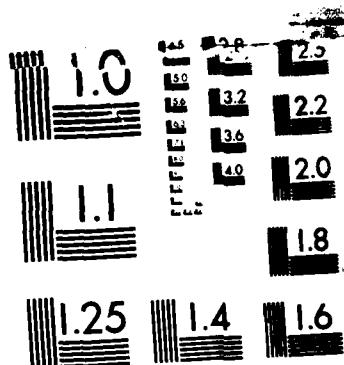
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STUDENT REPORT

JOB ATTITUDES OF USAF CHAPLAINS
AND CHAPEL MANAGEMENT PERSONNEL

MAJOR JAMES E. YOUNG

86-2790

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REPORT NUMBER 86-2790

TITLE JOB ATTITUDES OF USAF CHAPLAINS AND CHAPEL MANAGEMENT PERSONNEL

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

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19. ABSTRACT (Continue on reverse if necessary and identify by block number) In this report, Organizational Assessment Package (OAP) data are examined to determine if there are significant differences between the job attitudes of officers and enlisted personnel in the chaplain career area and those of corresponding personnel in other Air Force career areas. There were four main goals: (a) to examine relevant background research and organizational behavior literature, (b) to compare OAP-measured demographic characteristics and job attitudes between personnel in the chaplain career field and those in other career fields, (c) to analyze significant attitudinal differences between chaplains and chapel management personnel and corresponding personnel in other Air Force areas, and (d) to develop recommendations for chaplain area leaders and functional managers. Results indicated chaplain officers were found to be significantly different from other officers on 19 of the 21 OAP factors which were considered for this analysis. Chapel management personnel were found to be significantly different from other enlisted personnel on 8 of the 21 OAP factors. In general, chaplains and chapel management personnel had more favorable job attitudes when compared to other officers and enlisted personnel respectively.			
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PREFACE

Chaplains and chapel management personnel serve critical functions in the Air Force; therefore it is worthwhile to examine their job attitudes and try to determine attitudinal strengths and weaknesses within the Chaplain Service. An understanding of basic concepts of individual behavior, group dynamics, and organizational behavior can be of great importance to senior chaplains, staff personnel, and supervisors. By examining critical job attitudes in light of organizational behavior research and theory, chaplain personnel may be able to create a more satisfying job environment and thereby improve productivity.

The present report aims to provide Air Force commanders, chaplain area leaders, and functional managers usable feedback from chaplaincy personnel obtained through the use of the Organizational Assessment Package survey. Another reason for this report is to document this part of the data base, because the Leadership and Management Development Center (LMDC) research and consulting functions are being phased out as of 1 October 1986. This report is written in the style of the American Psychological Association, in keeping with the requirements of LMDC. The author acknowledges a great debt to the personnel of LMDC/AN for technical advice in the preparation of this report and providing statistical data. The help of Major Mickey R. Dansby was invaluable in this regard.

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ABOUT THE AUTHOR

Major James E. Young received his Bachelor of Business Administration degree in 1971 from the University of Nebraska. He then entered Officer Training School and received a commission as an Air Force officer in May 1972. He was initially assigned to McClellan Air Force Base, California, as the Chief, Quality Force Section, Consolidated Base Personnel Office. In 1974 he was reassigned to Spangdahlem AB, Germany and served as Chief, Quality Force Section and Chief, Personnel Utilization Section. Major Young received his Master of Arts degree in Public/Business Administration in 1976 from Ball State University, Muncie, Indiana. In 1977, he was reassigned to the Manpower and Personnel Center, Randolph Air Force Base, Texas. He served as Staff Personnel Officer in the Palace Vector Section and Staff Personnel Officer in the Special Manning Branch. In 1980, he was reassigned to Kunsan AB, Korea, as the Chief, Consolidated Base Personnel Office. In 1981, he was assigned to Lackland Air Force Base, Texas. He served progressively as Deputy Commander, 3704th Basic Military Training Squadron, Commander, 3707th Basic Military Training Squadron, and Commander, 3731st Personnel Processing Squadron. He has completed Squadron Officer School in residence and by correspondence. He has also completed Air Command and Staff College by seminar and the Marine Command and Staff College by correspondence. Major Young was selected to attend Air Command and Staff College at Maxwell AFB, Alabama in 1985. He was also selected for promotion to Lieutenant Colonel, two years below the primary zone, in 1985.

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EXECUTIVE SUMMARY

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REPORT NUMBER 86-2670

AUTHOR(S) MAJOR JAMES E. YOUNG

TITLE JOB ATTITUDES OF USAF CHAPLAINS AND CHAPEL MANAGEMENT PERSONNEL

I. Purpose: To determine if there are significant differences between the job attitudes (as measured by the USAF Organizational Assessment Package--OAP) of personnel in the chaplain career field and those of personnel in other Air Force career fields.

II. Background: Because chaplain and chapel management personnel serve such critical functions in the Air Force, it is worthwhile to examine their job attitudes and try to determine attitudinal strengths and weaknesses within the Chaplain Service. An understanding of basic concepts of individual behavior, group dynamics, and organizational behavior can be of great importance to senior chaplains, staff personnel, and supervisors. By examining critical job attitudes in light of organizational behavior research and theory, chaplain personnel may be able to create a more satisfying job environment and thereby improve productivity. This report aims to provide Air Force commanders, chaplain area leaders, and functional managers usable feedback from chaplaincy personnel obtained through the use of the Organizational Assessment Package (OAP) Survey. The OAP survey is administered by the Air Force's Leadership and Management

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Development Center (LMDC) and is designed to identify organizational attitudinal strengths and weaknesses in a number of job-related areas. Results are presented in four functional areas--the work itself, job enrichment, work group process and work group output.

III. Procedures and Results: Four main goals were pursued: (a) Examination of relevant background research and organizational behavior literature; (b) Comparison of measured demographic characteristics and job attitudes of officers and enlisted personnel in the chaplain career field with the demographics and attitudes of corresponding personnel in other Air Force career areas; (c) Analysis of significant attitudinal differences between chaplain and chapel management personnel and corresponding personnel in other Air Force career areas; and (d) Development of several recommendations for chaplain area leaders and functional managers. Significant attitudinal differences were found between chaplains and other officers. Differences were observed in all major attitudinal areas, including the nature of work itself, job enrichment, work group process, and the work group output. In the area of work itself, results indicated that chaplains have a better understanding of their Job Performance Goals than other officers. Their Job Performance Goals are perceived to be more specific, realistic, and challenging. Task Characteristics, Task Autonomy, Work Repetition, Desired Repetitive Easy Tasks and Job Related Training are all rated significantly higher than by non-chaplaincy personnel. In the area of job enrichment, results indicated that the perceptions of chaplains are significantly more positive than the perceptions of other officers for each of the following factors: Skill Variety, Task Identity, Task Significance, Job Feedback, Need for Enrichment, and Job Motivation Index. In the area of work group process, results indicate that the attitudes of chaplains are significantly more positive on Work Support, Supervisory Communications Climate and Organizational Communications Climate than other officers. In the area of work group output, results indicate that the perceptions of chaplains are significantly more positive than those of other officers concerning Advancement/Recognition and Job Related Satisfaction. Additionally, chaplains' perceptions are also significantly more positive concerning Pride and General

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Organizational Climate than other officer personnel. Significant attitudinal differences were also found between chapel management enlisted personnel members and other enlisted personnel. Differences were observed in all major attitudinal areas, including the nature of work itself, job enrichment, work group process, and the work group output. In the area of work itself, results indicated that chapel management enlisted personnel members were significantly more positive regarding Task Autonomy than other enlisted personnel. In the area of job enrichment, chapel management enlisted personnel members reported significantly more positive feelings about Task Identity, Job Feedback, Need for Enrichment and Job Motivation Index than other enlisted personnel. In the area of work group process, chapel management enlisted personnel members reported more favorable perceptions than did other enlisted members on the Organizational Communications Climate factor. In the area of work group output, chapel management enlisted personnel's perceptions were significantly more positive concerning Advancement/Recognition and the General Organizational Climate factor.

IV. Conclusion: The conclusion of this research is that the overall job attitudes of chaplaincy personnel are more positive than the attitudes of non-chaplaincy personnel in each of the major areas analyzed--the work itself, job enrichment, work group process and work output. This conclusion was based on the results of the OAP survey in which chaplains expressed more positive attitudes than other officers on 19 of the 21 factors studied and enlisted chapel management personnel expressed more positive attitudes than other enlisted personnel on 8 of the 21 factors studied. The results clearly indicate that the overall job attitudes of chaplaincy personnel are more positive than the attitudes of non-chaplaincy personnel in each of the major areas surveyed.

V. Recommendations: (a) Air Force commanders, chaplain area leaders, and functional managers should be encouraged to continue the training/orientation programs that chaplains are currently receiving. However, since there were significant differences between chaplains and chapel management personnel, it is recommended that consideration be given to implementing joint training/orientation within the chaplaincy. This recommendation

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is based on the fact that chaplains rated job training significantly higher than other Air Force officers and that chapel management personnel rated job training the same as other enlisted personnel. (b) Air Force commanders and functional managers should review the chaplaincy training/orientation programs that chaplains are currently receiving with a view toward making them model programs for officers and enlisted personnel. (c) Finally, the author recognized that additional studies should be performed to analyze further why chaplains were so much more positive than other officers. Additionally, within the chaplaincy community, there is a difference between chaplains and chapel management personnel, with chaplains expressing more positive attitudes relative to other officers than chapel management personnel express relative to other enlisted personnel. Therefore, more surveys need to be conducted and this relationship should be evaluated in detail.

Chapter One

INTRODUCTION

United States armies have had chaplains since the early 1700's, and it seems that the concept of the role of the chaplain has constantly changed. In the colonial days chaplains were not even officially commissioned as officers (Abercrombie, 1977). However, in today's modern Air Force, the authority for organization and the mission of the Chaplain Service are clearly defined.

According to Air Force Regulation (AFR) 265-1, the Air Force Chaplain Service was established by Transfer Order Number 35, Office of the Secretary of Defense, 10 May 1949. This regulation defines the mission, professional status, composition, responsibilities, and organization of the Air Force Chaplain Service. It states the mission of the Chaplain Service is to serve God and the Air Force community by being a visible reminder of the holy, and creating and fostering an environment where persons are encouraged and assisted in their personal, moral, religious, and spiritual growth.

The Chaplain community is rather small compared to other Air Force career fields, having approximately 850 officers and 725 noncommissioned officers in the USAF who perform duties as described in AFRs 36-1, 39-1, and 265-1. Chapel management (enlisted) personnel, as members of the Chaplain Service team,

support professional programs, administration, and financial management of the Chaplain Service at each level of assignment. The duties of the chapel management personnel are listed in AFR 39-1.

Unless otherwise directed by the Chief of Chaplains, the senior chaplain on an installation is designated installation staff chaplain and serves on the staff of the appropriate commander as advisor on religion, ethical concerns, and the quality of life. The installation staff chaplain engages the combined resources of all chaplains, chapel management personnel, and other members of the base chapel community in developing an effective chapel program appropriate to the installation.

Because chaplain and chapel management personnel serve such critical functions in the Air Force, it is worthwhile to examine their job attitudes and try to determine attitudinal strengths and weaknesses within the Chaplain Service. An understanding of basic concepts of individual behavior, group dynamics, and organizational behavior can be of great importance to senior chaplains, staff personnel, and supervisors. By examining critical job attitudes in light of organizational behavior research and theory, chaplain personnel may be able to create a more satisfying job environment and thereby improve productivity.

The present report aims to provide Air Force commanders, chaplain area leaders, and functional managers usable feedback from chaplaincy personnel obtained through the use of the Organizational Assessment Package Survey (OAP; see Appendix C). The

OAP survey is administered by the Air Force's Leadership and Management Development Center (LMDC) and is designed to identify organizations' attitudinal strengths and weaknesses in a number of job-related areas.

In this report, OAP data are examined to determine if there are significant differences between the job attitudes of officers and enlisted personnel in the chaplain career area and those of corresponding personnel in other Air Force career areas. There are four main goals:

1. To examine relevant background research and organizational behavior literature.
2. To compare OAP-measured demographic characteristics and job attitudes of officers and enlisted personnel in the chaplain career field with the demographic characteristics and attitudes of corresponding personnel in other Air Force career areas.
3. To analyze significant attitudinal differences between chaplain and chapel management personnel and corresponding personnel in other Air Force career areas.
4. To develop recommendations for chaplain area leaders and functional managers.

The report addresses each of these goals as follows: First Chapter Two shows the results of the literature review, and those variables that appear to have the greatest theoretical and practical significance are discussed. Second, Chapter Three discusses the methodology and validity of the OAP survey, as well as the procedures used to obtain the data for this report. Next,

Chapter Four compares OAP results for chaplain and chapel management personnel with OAP results for other Air Force personnel. Statistically significant differences at the 95% confidence level are considered acceptable evidence that there are differences between chaplain personnel and other personnel on the OAP results. Chapter Five is a summary-discussion of the present research and other theoretical considerations, and it also presents a conclusion and recommendations.

Chapter Two

LITERATURE REVIEW

Each of us at one time or another has participated in various types of organizations--schools, companies, government agencies, the armed forces, hospitals, and so on. Such experiences should have served to demonstrate that the way organizations are designed and structured influences the behavior of their members (Hackman, Lawler, & Porter, 1983).

Studying the human problems of an organization can be exciting but also frustrating, because human organizations are organic in the sense that the various parts are interdependent. For example, you can't understand why an engineer complains about the work he receives from the model shop without knowing something about his needs, the structure and policies of the larger organization, small group norms, how various supervisors behave, and many other factors (Sayles & Strauss, 1966).

Starting at the most elemental levels to build knowledge and understanding of an organization, one might look at some organizational building blocks, such as the individual, job, and groups (Sayles & Strauss, 1966). Individuals place a variety of demands on their work; in fact, the work place is one of the most important institutions for providing human satisfaction (Sayles & Strauss, 1966). But individual demands or needs are just one

side of the equation. Different kinds of jobs provide more or less degrees of satisfaction for various human needs. Motivation and on-the-job behavior are influenced profoundly by still another factor: group identification. Every organization gets fractionated over time into a number of smaller groups because people need the closer, more personal association these groups provide in contrast to the effects of the more impersonal, larger institutions. In turn, these informal groups come to modify both individual needs and objectives, as well as the character of the job and the organization (Sayles & Strauss, 1966).

In order to better understand the individual, it is necessary to draw some "models of man" that attempt to describe those factors that motivate him. First, Adam Smith (1904) assumed certain essentials about man and his nature. He saw man as a financially-oriented being who can best be motivated by the method referred to by modern psychologists as carrot-and-stick psychology (Weger, 1971). However, man, in actuality, is frequently other than an apparently rational being in terms of what constitutes his specific needs and motivations. In order to consider other needs it is necessary to look at other concepts of man (Weger, 1971).

Abraham Maslow (1954) views man and his motivational needs in terms of a "hierarchy of needs." These needs are physiological, safety, love and belongingness, esteem and self-actualization. Maslow suggests lower needs are prepotent in his "hierarchy of needs," and these needs are met in a stair-step fashion; that is,

once man has satisfied his physiological needs, he progresses to the safety need, when this need is satisfied he proceeds to the next order of need, that of loving and belongingness, etc. According to Maslow, when man has achieved a level of need satisfaction, this need does not disappear, it just diminishes in importance. If a man has reached the point of self-actualization and his love and belongingness needs are threatened, he will return and concentrate on his lower levels of need. Maslow sees even the most marginal individual seeking and actively searching for a sense of meaning and accomplishment in his work, provided his other needs have been fulfilled (Weger, 1971).

Leaders' attitudes, values, and motives also operate to influence individuals' behavior in the group/organization and the manner in which they try to modify or change the attitudes or behavior of others. Leadership styles will generally correspond with the attitude managers have toward their employees (Koehler, Anatol, & Applbaum, 1976). Therefore, behavior and attitudes of an organizational leader towards subordinates or fellow workers as human beings play an important role in the effectiveness of leadership. The employees' perceptions of the leader's attitudes in turn will also probably influence their attitudes toward the organization (Koehler, Anatol, & Applbaum, 1976).

Managers who are perceived by their employees as being more understanding, considerate, and people-oriented are generally better liked and more effective in getting things done. Attitudes and behaviors of leaders would, in most instances, determine

to those of their supervisors. The supervisor will usually permit the freedom for their subordinates that they themselves possess with their supervisors (Koehler, Anatol, & Applbaum, 1976).

The dynamics of what motivates man is also a major concern of the Air Force. In fact, the Air Force has been involved in job attitudes research, such as studies from the OAP survey, for over 10 years. However, not much has been done in the area of chaplains' attitudes. One study on chaplains' attitudes, a working paper (May, 1981), was reviewed. The results of this study support a conclusion that the overall attitudes of chaplaincy personnel are more positive than the attitudes of non-chaplaincy personnel with regard to their work, their work group process, their work output, and job enrichment.

Based on literature reviewed, one might conclude that the organization type doesn't matter--management must deal with the "whole man" rather than just skills and aptitudes, because people want to be treated as human beings, with recognition given to their individual needs, wants, and desires (Miles, 1975).

The present report uses the latest LMDC data available on chaplain personnel to analyze how chaplain personnel compare to other Air Force personnel on their overall attitudinal strengths and weaknesses. This report also tests the hypothesis that the overall attitudes of chaplaincy personnel are more positive than the attitudes of non-chaplaincy personnel with regard to their work and related areas.

The next chapter explains the methods used to obtain the data upon which this report is based.

Chapter Three

METHODS

A primary purpose of this study is to provide Air Force commanders, chaplain area leaders, and functional managers with analyses of Organizational Assessment Package (OAP) survey data to help them identify strengths as well as potential problem areas in the chaplain career area. In this study, analyses compare responses of two groups of Air Force people whose responses are contained in the LMDC data base: chaplain area officer and enlisted personnel and officer and enlisted personnel working in other Air Force Specialties (AFS).

INSTRUMENTATION

The OAP is a 109-item survey questionnaire designed jointly by the Air Force Human Resources Laboratory and the Leadership and Management Development Center (LMDC) and is used to aid LMDC in its mission to (a) conduct research on Air Force systemic issues using information in the OAP data base, (b) provide leadership and management training, and (c) provide management consultation service to Air Force commanders upon request. The survey questionnaire consists of 16 demographic items and 93 attitudinal items (see Appendix C). Documentation of the factor analysis results during OAP development is provided in Hendrix

and Halverson (1979a; 1979b). Short and Hamilton (1981) conducted a factor by factor assessment of the reliability of the OAP and found that it showed "generally acceptable to excellent reliability for the primary factors," and "that they were reliable enough for collection of Air Force systemic data" (p. 37). After two years of field use, the validity of the OAP was re-examined by Hightower and Short (1982). Their findings also support the use of the OAP as a data gathering instrument.

DATA COLLECTION

All data in the present report were gathered as an instrumental part of the LMDC consulting service. In the LMDC management consultation process, the initial administration of the OAP in an organization is a key step in the data gathering process. The survey is given as a census of the organization to which LMDC has been invited. After approximately six weeks for analysis, the consultants return to the organization for the tailored visit. During this visit, the results of the analysis are provided to commanders and supervisors in the organization. The results are treated in a confidential manner between LMDC and the client commander. When specific problems are identified, a consultant and supervisor may develop a management action plan designed to resolve the problem at that level of the organization. Other methods of addressing problems include workshops and training sessions.

Between four and seven months after the tailored visit, the consulting team returns to the organization to re-administer the

OAP and do other follow-up data gathering. In this case, the OAP is used as an evaluation tool to assess the impact of the consulting process. After analysis, a final report and the results comparing pre- and post-OAP administrations are mailed to the client organization.

DATA FILES

The data from OAP administrations are stored in a cumulative data base containing over 200,000 pre- and post-records. In addition to the 16 demographic questionnaire items, other demographics collected on the answer sheet and stored on each record include work group code, personnel category and pay grade, age, sex, Air Force Speciality Code (AFSC), base, and major command. The data base is stored in two computer files: one a history file of data collected through 30 September 1981, and the current, or "active" file, containing data collected since then. Reports to support the consulting process are generated from the active file. When conducting research, either or both files may be used, as appropriate, for the research being conducted. In the present research, all data came from pre-intervention data gatherings conducted between 1 October 1981 and 16 September 1985.

SUBJECTS

To examine the perceptions of chaplaincy members, responses to the pre-intervention OAP were taken to form two independent groups: USAF chaplains and chapel management personnel and the

remaining LMDC data base personnel. The chaplaincy group consists of officer and enlisted personnel. For this study the data base group is comprised of people in the same personnel categories (but in different AFS(C)'s for the remainder of the data base. Sample sizes for the two groups are indicated in Table 1. The data are taken from survey administrations at 58 bases and 87 organizations in 12 major commands, direct reporting units, or special operating agencies.

Table 1
Sample Sizes of Comparison Groups

	Officers	Enlisted
Chaplaincy	113	121
Data Base	12,511	70,426

PROCEDURES

Analyses of the responses were conducted in two separate examinations. Examination 1, "Analysis of Demographic Information," is provided to characterize the sample groups. Examination 2, "Comparison of Chaplaincy Personnel to the LMDC Data Base," compares job attitudes of the groups by personnel category: chaplain officers to other officers and chapel management enlisted members to other enlisted members.

The number, n, shown throughout this study is the total number of valid responses in the pre-intervention data base for the variable or key factor being examined. Statistical analyses

were performed using the appropriate procedures contained in the SPSS^X User's Guide (1983).

Examination 1, Analysis of Demographic Information

For this analysis, the LMDC data base was divided into two groups. The first group consisted of responses of those whose DAFSC's were 89xx and 701xx; that is, chaplains and chapel management personnel. The second group was made up of those whose DAFSC's were not 89xx and 701xx; that is, all remaining personnel in the data base. SPSS subprogram "Crosstabs" was used to analyze the data.

Examination 2, Comparison of Chaplaincy Personnel to Data Base

For these analyses, job attitudes of Chaplaincy personnel were compared to the data base by personnel category, i.e., officer and enlisted. Two-tailed t-tests were performed to discern any attitudinal differences between groups within each personnel category. The level of significance for all t-tests was alpha=.05 (i.e., the 95% statistical confidence level). The F-test was used to test the assumption of equal variances. Where indicated, appropriate t-tests for unequal variance groups were used. These procedures were used to determine variables in which chaplaincy data vary significantly from the data base. Comparisons were made in four areas of organizational functioning:

1. Work Itself. This area deals with the task properties (technologies) and environmental conditions of the job. It measures perceptions of task characteristics.

2. Job Enrichment. Measures the degree to which the job itself is interesting, meaningful, challenging, and responsible.

3. Work Group Process. Assesses the effectiveness of supervisors and the process of accomplishing the work.

4. Work Group Output. Measures task performance, group development, and effects of the work situation on group members. Assesses perceptions of quality and quantity of task performance. Assesses pride and satisfaction individuals have in their jobs.

Chapter 4 presents the results of the demographic and attitudinal comparisons.

Chapter Four

RESULTS

This chapter presents the results of the comparisons between chaplaincy personnel and other Air Force personnel. Presented first is a summary of demographic information concerning chaplaincy and data base personnel who responded to the OAP survey, based on the detailed descriptive data provided in Tables A-1 through A-21, Appendix A. Second, a brief analysis of the notable demographic differences between chaplaincy personnel and non-chaplaincy personnel is presented. Next, results are presented of the attitudinal comparisons (by personnel category), between chaplaincy personnel and non-chaplaincy personnel. Results are presented in four areas of organizational function--the work itself, job enrichment, work group process and work group output. In general, the hypothesis of this study that chaplain area personnel are more job-satisfied was supported by the results.

ANALYSIS OF DEMOGRAPHIC INFORMATION

The typical chaplain is 31-50 years old, has more than 4 years' military service, and has 6 to 36 months at his/her present duty station. Most have more than 36 months in the career field, but less than 36 months in the present position. More

than 88% are white and 7% are black. The typical chaplain is married, with one third of the spouses employed. More than 83% of the chaplains hold advanced academic degrees. Less than 15% have completed Squadron Officer school, 25% have completed intermediate service school and less than 5% show completion of senior service school. Less than 40% are supervisors, and more than 38% supervise two or more people. Seventy-five percent do not write performance reports. Over 85% indicate they will most likely make the Air Force a career.

The typical chapel management enlisted member has more than 2 years service, while more than 75% have 3 or more years service. Eighty-seven percent have 12 to 36 months on station. Almost 86% have more than 12 months in the career field. More than 93% have been in their present positions less than 36 months. Seventy-six percent are white and 9% are black, while 5% are Hispanic. Sixty-one percent are married, with nearly two thirds of their spouses employed. More than 8% have undergraduate degrees, and 67% have some college but no degree. More than 59% of the enlisted members are not supervisors and do not write performance reports. Fifteen percent report their supervisor does not write their performance report or they are not sure who does. Nearly 55% indicated they will either definitely or likely make the Air Force a career; 22% indicated maybe, and 9% reported they are probably not career minded.

The ratio of chaplains (officers) to enlisted personnel is considerably higher than for other officers compared to enlisted

personnel. The majority of chaplains are also much older than other officers in the Air Force. Chaplains typically remain in their career fields much longer than other officers. They generally don't stay at one station as long as other officers. However, they do remain in a particular position longer. Chaplains are above average in terms of higher education. They are considerably higher than other officers in percentages with master's degrees.

COMPARISON OF CHAPLAINCY PERSONNEL TO THE DATA BASE

Significant attitudinal differences were found between chaplaincy personnel and non-chaplaincy personnel. Differences were observed in all major attitudinal areas: the nature of work itself, job enrichment, work group process, and the work group output. These significant differences are depicted in Tables B-1 through B-8, Appendix B. Table 2 presents a summary of these significant differences.

Chaplains Versus Other Officers

Chaplains were found to be significantly different from other officers on 19 of the 21 OAP factors which were considered for this analysis, with the chaplains expressing higher ratings on all 19 significantly different comparisons.

Table 2
Summary of Significant Differences
(Mean Factor Scores)

	Officer		Enlisted	
	Chaplains	DB	Chapel Mgmt Pers	DB Pers
THE WORK ITSELF				
Job Performance Goals	5.11	4.72		
Task Characteristics	5.88	5.34		
Task Autonomy	5.59	4.55	4.59	3.83
Work Repetition	4.69	4.31		
Desired Repetitive/ Easy Tasks	3.03	2.47		
Job Related Training	5.54	4.68		
JOB ENRICHMENT				
Skill Variety	6.12	5.43		
Task Identity	5.81	5.22	5.29	5.05
Task Significance	6.46	5.79		
Job Feedback	5.17	4.89	5.02	4.76
Need for Enrichment	6.32	6.09	5.78	5.47
Job Motivation Index	174.22	126.00	122.83	100.41
WORK GROUP PROCESS				
Work Support	5.02	4.55		
Supervisory Communications Climate	5.23	4.86		

Table 2 (Cont'd)

Summary of Significant Differences
(Mean Factor Scores)

	Officer		Enlisted	
	Chaplains	DB	Chapel Mgmt Pers	DB Pers
Org. Communications Climate	5.72	4.88	4.75	4.37
WORK GROUP OUTPUT				
Pride	6.33	5.47		
Advancement/Recognition	5.06	4.57	4.57	4.26
Job Related Satisfaction	6.27	5.35		
General Org. Climate	5.88	5.20	4.85	4.40

1. The Work Itself. Chaplains have a better understanding of their job performance than other officers. Their job performance goals are perceived to be more specific, realistic, and challenging. Task Characteristics, Task Autonomy, Work Repetition, Desired Repetitive/Easy Tasks and Job-Related Training, are all rated significantly higher than non-chaplaincy personnel rate these factors for their jobs.

2. Job Enrichment. The perceptions of chaplains are significantly more positive than the perceptions of other officers in each of the following factors: Skill Variety, Task Identity, Task Significance, Job Feedback, Need for Enrichment, and Job Motivation Index.

3. Work Group Process. The attitudes of chaplains are significantly higher on Work Support, Supervisory Communications Climate and Organizational Communications Climate than the attitudes of other officers.

4. Work Group Output. The perceptions of chaplains are significantly more positive than those of other officers concerning Advancement/Recognition, and Job Related Satisfaction. Additionally, chaplains' perceptions are also significantly more positive than other officer personnel concerning Pride and General Organizational Climate.

Chapel Management Enlisted Personnel Members Versus Other Enlisted Members

Where significant differences occurred, chapel management personnel enlisted members were generally more positive on the 21 OAP factors analyzed than were other enlisted personnel. For eight of the factors, chapel management enlisted personnel were significantly more positive than the data base personnel. A discussion of the areas having significant statistical differences follows.

1. Work Itself. Chapel management enlisted personnel members were significantly more positive regarding Task Autonomy.

2. Job Enrichment. Chapel management enlisted personnel members reported more positive feelings about Task Identity, Need for Enrichment, and Job Motivation Index. Also, they indicated the job itself provided clearer and more direct feedback about their performance.

3. Work Group Process. This was another key area in which chapel management enlisted personnel members reported more favorable perceptions than did the other enlisted members. The chapel management enlisted personnel were significantly higher on the Organizational Communications Climate factor.

4. Work Group Output. The two factors within this area where significant differences occurred were Advancement/Recognition and General Organizational Climate. Chapel management enlisted personnel members were more favorable on both factors.

Chapter Five presents a summary-discussion of these results, as well as a conclusion and recommendations.

Chapter Five

SUMMARY-DISCUSSION, CONCLUSION AND RECOMMENDATIONS

The results clearly indicate that the overall job attitudes of chaplaincy personnel are more positive than the attitudes of non-chaplaincy personnel in each of these major areas: work itself, job enrichment, the work group process and the work group output. Furthermore, within the chaplaincy community there is a difference between chaplains and chapel management personnel, with chaplains expressing more positive attitudes relative to other officers than chapel management personnel express relative to other enlisted personnel. A summary-discussion of each of these areas follows.

THE WORK ITSELF

Chaplains have a significantly better understanding of their job performance than non-chaplaincy officers. The Job Performance Goals are perceived to be more specific, realistic and challenging than for non-chaplaincy officers. Task Characteristics, Task Autonomy, Work Repetition, Desired Repetitive Easy Tasks and Job Related Training are all rated significantly higher by chaplaincy officers than by non-chaplaincy officers. This could be attributed to the fact that chaplains were found to be considerably older and more educated than other Air Force

officers. The relative importance that chaplains place on their duties and responsibilities and the extent to which their jobs affect other personnel could also be contributing factors. On the other hand, chapel management personnel rated only Task Autonomy significantly higher than non-chaplaincy personnel. From the attitudinal comparisons with other enlisted personnel, chapel management personnel believe they have more freedom to do the work as they see fit.

JOB ENRICHMENT

The perceptions of chaplains are significantly more positive than the perceptions of non-chaplain officers on each of the following factors: Skill Variety, Task Identity, Task Significance, Job Feedback, Need for Enrichment and Job Motivation Index. They seemed to be extremely satisfied with their job. Chapel management enlisted personnel are significantly more positive than other enlisted personnel on the factors of Task Identity, Job Feedback, Need for Enrichment and Job Motivation Index. They seemed to be reasonably satisfied with the sense of accomplishment gained from their work and it appeared that they have excellent job feedback.

WORK GROUP PROCESS

The attitudes of chaplains are significantly higher than non-chaplaincy officers on Work Support, Supervisory Communications Climate and Organizational Communications Climate. Chapel management enlisted personnel were higher than other enlisted

personnel on the Organizational Communications Climate factor. It appears that communication within the chaplaincy community is very good. Weekly and group meetings embraced the ongoing exchange of information, opinions and attitudes by which adjustments are made (see Table A-18).

WORK GROUP OUTPUT

The perceptions of chaplains are significantly more positive than non-chaplain officers concerning Advancement/Recognition, Job Related Satisfaction, Pride and the General Organizational Climate. Enlisted chapel management personnel are more favorable than other enlisted personnel on Advancement/Recognition and General Organizational Climate. In general, chaplaincy personnel view their work groups as generating both high quantity and quality work. They indicate that they enjoy their work and take considerable pride in the way they do their job. They also feel that they are prepared for increased responsibility and that they have excellent opportunity to progress. Within the chaplaincy community the overall attitude toward work group output is very positive.

CONCLUSION

The conclusion of this research is that the overall job attitudes of chaplaincy personnel are more positive than the attitudes of non-chaplaincy personnel in each of the major areas analyzed--the work itself, job enrichment, work group process and work output. This conclusion is based on the results of the OAI

survey in which chaplains expressed more positive attitudes than other officers on 19 of the 21 factors studied and enlisted chapel management personnel expressed more positive attitudes than other enlisted personnel on 8 of the 21 factors studied.

RECOMMENDATIONS

1. Air Force commanders, chaplain area leaders, and functional managers should be encouraged to continue the training orientation programs that chaplains are currently receiving. However, since there were considerable attitudinal differences between chaplains and chapel management personnel, it is recommended that consideration be given to implementing joint training/orientation within the chaplaincy community. This could aid in improving chapel management personnel's attitudes. This recommendation is based on the fact that chaplains rated job training significantly higher than other Air Force officers, and that chapel management personnel rated job training the same as other enlisted personnel.
2. Air Force commanders and functional managers should also review the chaplaincy training/orientation programs with a view toward establishing them as model programs for officers and enlisted personnel.
3. Finally, the author recognized that additional studies should be performed to analyze further why chaplains were so much more positive than other officers. Additionally, within the chaplaincy community, there is a difference between chaplains and chapel management personnel, with chaplains expressing more posi-

tive attitudes relative to other officers than chapel management personnel express relative to other enlisted personnel. Therefore, more surveys need to be conducted and this relationship should be evaluated in detail.

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APPENDIX

APPENDIX A

Analysis of Demographic Information

Appendix A

Table A-1
Number of Respondents by Personnel Category

	Chaplain Career Field (%)	Data Base (%)
<u>n</u> =	234	82,937
Officer	48	15
Enlisted	52	85

Table A-2
Sex by Personnel Category

<u>n</u> =	Chaplain Career Field		Data Base	
	Male(%)	Female(%)	Male(%)	Female(%)
Officer	55	13	15	16
Enlisted	45	87	85	84

Appendix A

Table A-3
Age by Personnel Category

<u>n</u> =	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
	113	121	12,511	70,419
17 to 20 Yrs		12.4	0	13.8
21 to 25 Yrs		34.7	12.3	38.1
26 to 30 Yrs	2.7	21.5	28.3	19.5
31 to 35 Yrs	18.6	15.7	23.6	14.5
36 to 40 Yrs	23.9	7.4	19.5	9.8
41 to 45 Yrs	18.6	7.4	11.0	2.9
46 to 50 Yrs	15.0	.8	3.4	.7
> 50 Yrs	21.2		2.0	

Table A-4
Time in Air Force

<u>n</u> =	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
	113	121	12,490	70,239
< 1 Yr	.9	7.4	3.3	7.0
1 to 2 Yrs	8.0	12.4	5.3	12.0
2 to 3 Yrs	.9	9.9	7.7	12.5
3 to 4 Yrs	5.3	9.1	7.2	11.3
4 to 8 Yrs	25.7	19.8	21.7	20.5
8 to 12 Yrs	15.0	12.4	16.3	12.9
> 12 Yrs	44.2	28.9	38.6	23.7

Appendix A

Table A-5
Months in Present Career Field

<u>n</u> =	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
	113	120	12,422	70,017
< 6 Mos	1.8	7.5	5.2	4.9
6 to 12 Mos	1.8	6.7	7.7	8.0
12 to 18 Mos	5.3	9.2	7.8	8.2
18 to 36 Mos	6.2	15.0	21.7	20.9
> 36 Mos	85.0	61.7	57.5	57.9

Table A-6
Months at Present Duty Station

<u>n</u> =	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
	112	119	12,473	70,075
< 6 Mos	17.9	13.4	13.8	15.4
6 to 12 Mos	24.1	21.8	16.5	18.5
12 to 18 Mos	19.6	15.1	16.4	16.1
18 to 36 Mos	33.0	36.1	36.0	32.2
> 36 Mos	5.4	13.4	17.4	17.8

Appendix A

Table A-7
Months in Present Position

	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
<u>n</u> =	113	120	12,461	69,982
< 6 Mos	15.0	26.7	26.6	27.7
6 to 12 Mos	24.8	26.7	24.7	24.1
12 to 18 Mos	15.9	14.2	17.1	16.4
18 to 36 Mos	31.9	25.0	24.6	22.7
> 36 Mos	12.4	7.5	7.0	9.2

Table A-8
Ethnic Group

	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
<u>n</u> =	112	120	12,448	69,927
Amer Indian	0.0	1.7	.7	1.4
Asian/Pacific	1.8	1.7	1.5	2.0
Black	7.1	9.2	5.8	16.3
Hispanic	0.0	4.2	2.4	5.2
White	88.4	75.8	87.6	71.6
Other	2.7	7.5	2.1	3.5

Appendix A

Table A-9
Marital Status

	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
<u>n</u> =	113	120	12,500	70,299
Not Married	29.2	36.7	21.0	35.5
Married	70.8	60.8	77.4	62.2
Single Parent	0.0	2.5	1.6	2.3

Table A-10
Spouse Status: Chaplain Career Field

	Geographically Separated		Not Geo. Separated	
	Off(%)	Enl(%)	Off(%)	Enl(%)
<u>n</u> =	80	73	80	73
Civilian Employed	6	.1	23	42
Not Employed	4	.1	64	32
Military Member	0	.2	4	22

Table A-11
Spouse Status: Data Base

	Geographically Separated		Not Geo. Separated	
	Off(%)	Enl(%)	Off(%)	Enl(%)
<u>n</u> =	9,259	43,737	9,259	43,737
Civilian Employed	2.5	4	34	34
Not Employed	.8	2	57	44
Military Member	.9	1	9	13

Appendix A

Table A-12
Educational Level

	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
<u>n</u> =	113	120	12,477	70,165
Non-High Sch Grad	0.0	0.0	0.0	.7
HS Grad or GED	0.0	25.6	.2	45.2
< 2 yrs College	0.0	47.9	.3	34.6
> 2 yrs College	.9	15.7	1.4	15.8
Bachelors Degree	1.8	8.3	53.4	3.2
Masters Degree	83.2	2.5	36.7	.5
Doctoral Degree	14.2	0.0	8.0	0.0

Table A-13
Professional Military Education

	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
<u>n</u> =	113	87	12,494	48,068
None	54.0	28.1	34.2	31.6
Phase 1 or 2	1.8	27.3	1.0	29.9
Phase 3	0.0	19.8	1.2	18.9
Phase 4	0.0	15.7	.9	11.5
Command Academy				
Sr NCO Academy		6.6	.2	4.9
Sq Officers Sch	14.2	0.0	26.8	.2
Int Service Sch	25.7	2.5	23.3	2.9
Sr Service Sch	4.4	0.0	12.4	.1

Appendix A

Table A-14
Number People Directly Supervised

<u>n</u> =	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
	112	104	12,447	63,905
None	61.6	59.6	44.2	60.3
1 Person	8.0	10.6	6.8	7.6
2 People	2.7	4.8	6.1	7.2
3 People	2.7	11.5	7.6	5.5
4 to 5 People	9.8	10.6	13.0	7.9
6 to 8 People	7.1	1.0	9.6	4.8
9 or > People	8.0	1.9	12.6	6.8

Table A-15
Number People for Whom Respondent Writes APR/OER

<u>n</u> =	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
	113	120	12,476	70,193
None	75.2	66.7	51.2	66.6
1 Person	.9	8.3	9.4	8.6
2 People	.9	5.0	7.1	7.8
3 People	2.7	6.7	7.2	5.7
4 to 5 People	9.7	11.7	11.3	7.0
6 to 8 People	6.2	.8	8.5	2.5
9 or > People	4.4	.8	5.4	1.9

Table A-16
Supervisor Writes Respondent's APR/OER

	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
<u>n</u> =	113	115	12,322	69,398
Yes	82.3	84.3	77.6	70.3
No	14.2	9.6	14.1	18.7
Not Sure	3.5	6.1	8.3	11.0

Table A-17
Work Schedule

	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
<u>n</u> =	113	119	12,383	69,727
Day Shift	70.8	87.4	59.0	60.0
Swing Shift	.9	0.0	.2	7.4
Mid Shift	0.0	0.0	.1	3.0
Rotating Shifts	0.0	.8	4.8	13.5
Irregular Schdl	22.1	10.9	12.4	12.2
A Lot TDY/On-Call	6.2	.8	8.0	2.5
Crew Schedule	0.0	0.0	15.4	1.3

Appendix A

Table A-18
Supervisor Holds Group Meetings

<u>n</u> =	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
	113	120	12,359	69,282
Never	.9	4.2	6.6	16.4
Occasionally	2.7	20.0	23.2	33.8
Monthly	1.8	8.3	14.1	8.7
Weekly	84.1	62.5	41.8	27.3
Daily	8.8	5.0	12.3	11.5
Continuously	1.8	0.0	2.1	2.2

Table A-19
Supervisor Holds Group Meetings to Solve Problems

<u>n</u> =	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
	113	119	12,292	68,841
Never	6.2	10.9	15.4	25.0
Occasionally	46.9	37.8	42.5	39.8
Half the time	27.4	21.0	21.8	16.7
Always	19.5	30.3	20.2	18.5

Table A-20
Aeronautical Rating and Current Status

n =	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
	112	117	12,341	69,138
Nonrated, not on aircrew	97.3	98.3	60.8	90.6
Nonrated, now on aircrew			2.4	2.1
Rated, ops job			27.4	1.6
Rated, in support job	2.7	1.7	9.4	5.8

Table A-21
Career Intent

n =	Chaplain Career Field		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
	111	121	12,443	70,026
Retire 12 Mos	9.0	3.3	3.3	3.1
Career	64.9	41.3	51.0	34.0
Likely Career	20.7	13.2	22.5	18.8
Maybe Career	5.4	22.3	15.2	20.6
Likely Separate		9.1	5.1	13.6
Separate		10.7	3.0	9.0

APPENDIX

APPENDIX B

Comparison of Chaplaincy Personnel to the LMDC Data Base

Table B-1

Comparison of OAP Factor Scores
Between Chaplains and Other Officers

THE WORK ITSELF				
	Mean	SD	dfa	t
Job Performance Goals			12131	4.10***
Chaplains	5.11	.98		
Other Officers	4.72	.98		
Task Characteristics			114	8.67***
Chaplains	5.88	.66		
Other Officers	5.34	.95		
Task Autonomy			110	10.86***
Chaplains	5.59	.98		
Other Officers	4.55	1.35		
Work Repetition			12419	2.88**
Chaplains	4.69	1.26		
Other Officers	4.31	1.37		
Desired Repetitive/ Easy Tasks			108	4.86***
Chaplains	3.03	1.20		
Other Officers	2.47	1.05		
Job Training			9853	5.13***
Chaplains	5.54	1.40		
Other Officers	4.68	1.47		

^aApproximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p<.05. **p<.01. ***p<.001.

Appendix B

Table B-2

Comparison of OAP Factor Scores
Between Chaplains and Other Officers

JOB ENRICHMENT				
	Mean	SD	<u>df</u> ^a	<u>t</u>
Skill Variety			116	8.15***
Chaplains	6.12	.88		
Other Officers	5.43	1.28		
Task Identity			116	7.22***
Chaplains	5.81	.86		
Other Officers	5.22	1.21		
Task Significance			115	9.34***
Chaplains	6.46	.73		
Other Officers	5.79	1.25		
Job Feedback			12487	2.52*
Chaplains	5.17	1.03		
Other Officers	4.89	1.18		
Need for Enrichment			112	3.58**
Chaplains	6.32	.69		
Other Officers	6.09	.87		
Job Motivation Index			11415	7.15***
Chaplains	174.22	64.25		
Other Officers	126.00	67.20		

^aApproximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p<.05. **p<.01. ***p<.001.

Table B-3

Comparison of OAP Factor Scores
Between Chaplains and Other Officers

WORK GROUP PROCESS				
	Mean	SD	<u>dfa</u>	<u>t</u>
Work Support			12038	4.39***
Chaplains	5.02	.95		
Other Officers	4.55	1.09		
Management and Supervision			11783	1.94
Chaplains	5.57	1.47		
Other Officers	5.31	1.34		
Supervisory Communications			11531	2.67**
Chaplains	5.23	1.52		
Other Officers	4.86	1.41		
Organizational Communications			99	7.87***
Chaplains	5.72	1.05		
Other Officers	4.88	1.26		

^aApproximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p<.05. **p<.01. ***p<.001.

Appendix B

Table B-4

Comparison of OAP Factor Scores
Between Chaplains and Other Officers

WORK GROUP OUTPUT					
	Mean	SD	<u>df</u> ^a	<u>t</u>	
Pride			115	9.69***	
Chaplains	6.33	.92			
Other Officers	5.47	1.39			
Advancement/Recognition			11959	4.19***	
Chaplains	5.06	1.16			
Other Officers	4.57	1.19			
Work Group Effectiveness			107	1.42	
Chaplains	5.94	1.23			
Other Officers	5.77	1.08			
Job Related Satisfaction			97	10.63***	
Chaplains	6.27	.83			
Other Officers	5.35	1.09			
General Organizational Climate			11712	5.52***	
Chaplains	5.88	1.18			
Other Officers	5.20	1.25			

^aApproximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p<.05. **p<.01. ***p<.001.

Table B-5

Comparison of OAP Factor Scores:
Chapel Management and Other (Enlisted) Personnel

THE WORK ITSELF				
	Mean	SD	<u>dfa</u>	<u>t</u>
Job Performance Goals			67874	-1.35
Chapel Mgmt Pers	4.62	.96		
Other Enlisted	4.74	.98		
Task Characteristics			67090	1.38
Chapel Mgmt Pers	5.17	.94		
Other Enlisted	5.04	1.00		
Task Autonomy			67395	5.77***
Chapel Mgmt Pers	4.59	1.40		
Other Enlisted	3.83	1.42		
Work Repetition			69361	-1.61
Chapel Mgmt Pers	4.93	1.26		
Other Enlisted	5.14	1.37		
Desired Repetitive/ Easy Tasks			68091	-.36
Chapel Mgmt Pers	3.17	1.37		
Other Enlisted	3.22	1.41		
Job Related Training			66372	-.11
Chapel Mgmt Pers	4.46	1.72		
Other Enlisted	4.48	1.58		

^aApproximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p<.05. **p<.01. ***p<.001.

Appendix B

Table B-6

Comparison of OAP Factor Scores:
Chapel Management and Other (Enlisted) Personnel

JOB ENRICHMENT				
	Mean	SD	<u>df</u> ^a	<u>t</u>
Skill Variety			69291	.20
Chapel Mgmt Pers	4.62	1.45		
Other Enlisted	4.60	1.46		
Task Identity			118	2.53*
Chapel Mgmt Pers	5.29	1.04		
Other Enlisted	5.05	1.25		
Task Significance			69808	.36
Chapel Mgmt Pers	5.74	1.30		
Other Enlisted	5.70	1.31		
Job Feedback			69610	2.22*
Chapel Mgmt Pers	5.02	1.26		
Other Enlisted	4.76	1.29		
Need for Enrichment			67626	2.69**
Chapel Mgmt Pers	5.78	1.10		
Other Enlisted	5.47	1.24		
Job Motivation Index			62705	3.82***
Chapel Mgmt Pers	122.83	66.55		
Other Enlisted	100.41	62.91		

^aApproximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p<.05. **p<.01. ***p<.001.

Table B-7

Comparison of OAP Factor Scores:
Chapel Management and Other (Enlisted) Personnel

WORK GROUP PROCESS				
	Mean	SD	dfa	t
Work Support			67816	-1.63
Chapel Mgmt Pers	4.37	1.02		
Other Enlisted	4.53	1.12		
Management and Supervision			65803	1.12
Chapel Mgmt Pers	5.06	1.65		
Other Enlisted	4.90	1.58		
Supvry Communications			66055	1.44
Chapel Mgmt Pers	4.73	1.71		
Other Enlisted	4.51	1.64		
Orgnl Communications			64623	2.95***
Chapel Mgmt Pers	4.75	1.41		
Other Enlisted	4.37	1.31		

^aApproximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p<.05. **p<.01. ***p<.001.

Appendix B

Table B-8

Comparison of OAP Factor Scores:
Chapel Management and Other (Enlisted) Personnel

WORK GROUP OUTPUT				
	Mean	SD	<u>df</u> ^a	<u>t</u>
Pride			69168	0.82
Chapel Mgmt Pers	5.03	1.65		
Other Enlisted	4.90	1.65		
Advancement/Recognition			115	2.37*
Chapel Mgmt Pers	4.57	1.39		
Other Enlisted	4.26	1.20		
Perceived Productivity			66989	1.26
Chapel Mgmt Pers	5.61	1.35		
Other Enlisted	5.46	1.24		
Job Related Satisfaction			60919	1.87
Chapel Mgmt Pers	5.18	1.35		
Other Enlisted	4.96	1.22		
General Org Climate			64561	3.35**
Chapel Mgmt Pers	4.85	1.45		
Other Enlisted	4.40	1.40		

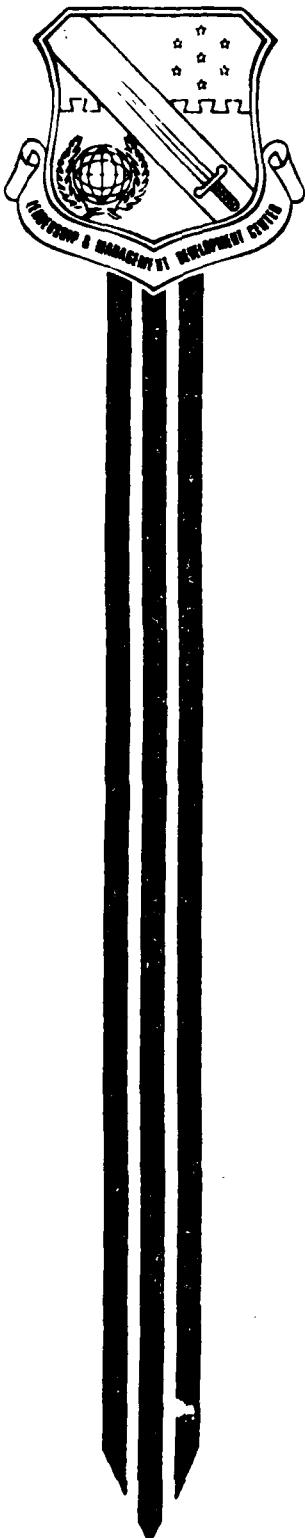
^aApproximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p<.05. **p<.01. ***p<.001.

APPENDIX

APPENDIX C

Organizational Assessment Package (OAP) Factors and Variables



**ORGANIZATIONAL ASSESSMENT
PACKAGE SURVEY**

**FACTORS
AND
VARIABLES**

JANUARY 1986

**LEADERSHIP AND MANAGEMENT DEVELOPMENT CENTER
AIR UNIVERSITY
Maxwell Air Force Base, Alabama 36112-5712**

**FACTORS AND VARIABLES OF THE
ORGANIZATIONAL ASSESSMENT PACKAGE**

The OAP is a 109-item survey questionnaire designed jointly by the Air Force Human Resources Laboratory and the Leadership and Management Development Center (LMDC) and is used to aid LMDC in its missions to: (a) conduct research on Air Force systemic issues using information in the OAP database, (b) provide leadership and management training, and (c) provide management consultation service to Air Force commanders upon request.

Allowable responses to the attitudinal items on the survey range from 1 (low) to 7 (high). The attitudinal items are grouped into 25 factors that address such areas as the job itself, management and supervision, communications, and performance in the organization. Each data record consists of 7 externally coded descriptors and 24 demographic items as well as the responses to the 93 attitudinal items.

The factors measured by the OAP are grouped into a systems model to assess three aspects of a work group: input, process, and output (adapted from McGrath's model).

Input. In LMDC's adaptation of the model, input is comprised of demographics, work itself, and job enrichment.

A. Demographics. Descriptive or background information about the respondents to the OAP survey.

B. Work Itself. The work itself has to do with the task properties (technologies) and environmental conditions of the job. It assesses the patterns of characteristics members bring to the group or organization, and patterns of differentiation and integration among position and roles. The following OAP factors measure the work itself:

- 806 - Job Desires (Need For Enrichment)
- 810 - Job Performance Goals
- 812 - Task Characteristics
- 813 - Task Autonomy
- 814 - Work Repetition
- 816 - Desired Repetitive Easy Tasks
- 823 - Job Related Training
- Job Influences (not a statistical factor)

C. Job Enrichment. Measures the degree to which the job itself is interesting, meaningful, challenging, and responsible. The following OAP factors measure job enrichment:

- 800 - Skill Variety
- 801 - Task Identity
- 802 - Task Significance
- 804 - Job Feedback
- 805 - Need for Enrichment Index (Job Desires)
- 807 - Job Motivation Index

808 - OII Total Score
809 - Job Motivation Index - Additive
825 - Motivation Potential Score

Work Group Process. The work group assesses the pattern of activity and interaction among the group members. The following OAP factors measure leadership and the work group process:

- 805 - Performance Barriers/Blockages (Work Support)
- 818 - Management and Supervision
- 819 - Supervisory Communications Climate
- 820 - Organizational Communications Climate
- Work Interferences (not a statistical factor)
- Supervisory Assistance (not a statistical factor)

Work Group Output. Measures task performance, group development, and effects on group members. Assesses the quantity and quality of task performance and alteration of the group's relation to the environment. Assesses changes in positions and role patterns, and in the development of norms. Assesses changes on skills and attitudes, and effects on adjustment. The following OAP factors measure the work group output:

- 811 - Pride
- 817 - Advancement/Recognition
- 821 - Work Group Effectiveness (Perceived Productivity)
- 822 - Job Related Satisfaction
- 824 - General Organizational Climate

EXTERNALLY CODED DESCRIPTORS

- Batch Number
- Julian Date of Survey
- Major Command
- Base Code
- Consultation Method
- Consultant Code
- Survey Version

(Note: These items are concatenated to each data record during EDP processing.)

DEMOGRAPHIC ITEMS (NOT A STATISTICAL FACTOR)

Variable Number	Statement Number	Statement	Variable Number	Statement Number	Statement
001	-	Supervisor's Code	004	2	Total months in present career field:
002	-	Work Group Code	005	3	Total months at this station:
003	-	Sex	006	4	Total months in present position:
	-	Year age is			1. Less than 1 month 2. More than 1 month, less than 6 months 3. More than 6 months, less than 12 months 4. More than 12 months, less than 18 months 5. More than 18 months, less than 24 months 6. More than 24 months, less than 36 months 7. More than 36 months
	-	You are (officer, enlisted, GS, etc.)			1. Less than 1 month 2. More than 1 month, less than 6 months 3. More than 6 months, less than 12 months 4. More than 12 months, less than 18 months 5. More than 18 months, less than 24 months 6. More than 24 months, less than 36 months 7. More than 36 months
	-	Year pay grade is			1. Less than 1 month 2. More than 1 month, less than 6 months 3. More than 6 months, less than 12 months 4. More than 12 months, less than 18 months 5. More than 18 months, less than 24 months 6. More than 24 months, less than 36 months 7. More than 36 months
	-	Primary AFSC	007	5	Your Ethnic Group is:
	-	Duty AFSC	008	11	Which of the following "best" describes your marital status?
	-	Total years in the Air Force:			1. Not married. 2. Married: Spouse is a civilian employed outside home. 3. Married: Spouse is a civilian employed outside home - geographically separated. 4. Married: Spouse not employed outside home, geographically separated. 5. Married: Spouse is a military member. 6. Married: Spouse is a military member - geographically separated. 7. Single parent.
	-	(Not used)			
	-	(Not used)			
	1				

(Note: The above items are on the response sheet.)

Variable Number	Statement Number	Statement	Variable Number	Statement Number	Statement
019	6	Your highest education level obtained is:	014	11	Your work requires you to work primarily:
		<ol style="list-style-type: none"> 1. Non-high school graduate 2. High school graduate or GED 3. Less than two years college 4. Two years or more college 5. Bachelor's Degree 6. Master's Degree 7. Doctoral Degree 		<ol style="list-style-type: none"> 1. Alone 2. With one or two people 3. As a small work group (3-5 people) 4. As a large work group (6 or more people) 5. Other 	
015	7	Highest level of professional military education (residence or correspondence):	015	12	What is your usual work schedule?
		<ol style="list-style-type: none"> 1. None or not applicable 2. NCO Orientation Course or USAF Supervisor Course (NCO Phase 1 or 2) 3. NCO Leadership School (NCO Phase 3) 4. NCO Academy (NCO Phase 4) 5. Senior NCO Academy (NCO Phase 5) 6. Squadron Officer School 7. Intermediate Service School (i.e., ACSC, AFSC) 8. Senior Service School (i.e., AMC, TCAF, NMIC) 		<ol style="list-style-type: none"> 1. Day shift, normally stable hours 2. Swing shift (about 1600-2400) 3. Mid shift (about 2000-0800) 4. Rotating shift schedule 5. Day or shift work with irregular/unstable hours 6. Frequent TDY/travel or frequently on-call to report to work 7. Crew Schedule 	
			016	13	How often does your supervisor hold group meetings?
011	8	How many people do you directly supervise?	016	14	How often are group meetings used to solve problems and establish goals?
		<ol style="list-style-type: none"> 1. None 2. 1 3. 2 4. 3 		<ol style="list-style-type: none"> 1. Never 2. Occasionally 3. Monthly 4. Daily 5. Continuously 	
012	9	for how many people do you write performance reports?	018	15	What is your aeronautical rating and current status?
		<ol style="list-style-type: none"> 1. None 2. 1 3. 2 4. 3 		<ol style="list-style-type: none"> 1. Never 2. Occasionally 3. About half the time 4. All of the time 	
011	10	Does your supervisor actually write your performance report?			What is your aeronautical rating and current status?
		<ol style="list-style-type: none"> 1. Yes 2. No 3. Not sure 			<ol style="list-style-type: none"> 1. Monrated, not on aircrew 2. Nonrated, not on aircrew 3. Rated, in crew/operations job 4. Rated, in support job

FACTORS			
Variable Number	Statement Number	Statement	Statement
019	16	Which of the following best describes your career or employment intentions?	Each 800 series factor consists of two or more variables which correspond to statements in the QAP. A mean score can be derived for each factor except 805, 807, 808, 809 and 821 - using a 'straight average.' The formula for computing the exceptions is indicated.
	1.	Planning to retire in the next 12 months	
	2.	Will continue in/with the Air Force as a career	
	3.	Will most likely continue in/with the Air Force	
	4.	May continue in/with the Air Force	
	5.	Will most likely not make the Air Force a career	
	6.	Will separate/terminate from the Air Force as soon as possible	
NOTE: Variable 008, Statement 11 was added to the QAP on 19 Jan 80 and replaced variable 014 which appears on page 6. Although no longer used, Variable 014 is still shown because data collected from about 25,000 samples for this variable are still in the data base.			
FACTOR 800 - SKILL VARIETY:			
			Measures the degree to which a job requires a variety of different tasks or activities in carrying out the work; involves the use of a number of different skills and talents of the worker; skills required are valued by the worker.
Variable Number	Statement Number	Statement	Statement
201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?	
212	29	To what extent does your job require you to use a number of complex skills?	
FACTOR 801 - TASK IDENTITY:			
			Completion of a "whole" and identifiable piece of work from beginning to end.
Variable Number	Statement Number	Statement	Statement
202	18	To what extent does your job involve doing a whole task or unit of work?	
211	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?	

FACTOR 802 - TASK SIGNIFICANCE: Measures the degree to which the job has a suststantial impact on the lives or work of others; the importance of the job.

Variable Number	Statement Number	Statement
203	19	To what extent is your job significant in that it affects others in some important way?
210	27	To what extent does doing your job well affect a lot of people?
FACTOR 803 (NOT USED)		
212	22	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
209	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?

FACTOR 805 - WORK SUPPORT: Measures the degree to which work performance is hindered by additional duties, details, inadequate tools, equipment, or work space.

Variable Number	Statement Number	Statement
206	23	To what extent do additional duties interfere with the performance of your primary job?
207	24	To what extent do you have adequate tools and equipment to accomplish your job?
208	25	To what extent is the amount of work space provided adequate?

$$\text{Formula} = (8-206+207+208)/3$$

FACTOR 806 - NEED FOR ENRICHMENT INDEX (JOB DESIRE): Has to do with job related characteristics (autonomy, personal growth, use of skills, etc.) that the individual would like in a job.

Variable Number	Statement Number	Statement
249	51	(In my job, I would like to have the characteristics described - from "not at all" to "an extremely large amount")
250	52	A job that is meaningful.
251	53	The opportunity for personal growth in my job.
252	54	Opportunities in my work to use my skills.
253	55	Opportunities to perform a variety of tasks.

FACTOR 807 - JOB MOTIVATION INDEX: A composite index derived from the six job characteristics that reflects the overall "motivating potential" of a job; the degree to which a job will prompt high internal work motivation on the part of job incumbents.

Index is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
805	Performance barriers/blockages
813	Task autonomy
804	Job feedback
Formula = $(800+801+802+805)/4 = 813+804$	

FACTOR 808 - JOB TOTAL SCORE: Assesses one's perception of motivation provided by his or her job. This factor is a variation of a scale employed by other job motivation theorists.

Score is computed using the variables in the following formula:

$$\text{Formula} = (720+802+803+804+805+806+807+808+809+810+811+812+813)/13$$

FACTOR 809 - JOB MOTIVATION INDEX ---- ADDITIVE: This factor is a variation of a scale employed by other job motivation theorists.

Index is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
805	Performance barriers/blockages
813	Task autonomy
804	Work repetition

formula $((800+801+802+805)/4) + 813 + 804$

FACTOR 810 - JOB PERFORMANCE GOALS: Measures the extent to which job performance goals are clear, specific, realistic, understandable, and challenging.

217	34	To what extent do you know exactly what is expected of you in performing your job?
218	35	To what extent are your job performance goals difficult to accomplish?
223	36	To what extent are your job performance goals clear?
274	37	To what extent are your job performance goals specific?
221	38	To what extent are your job performance goals realistic?

64

FACTOR 811 - TASK AUTONOMY: Measures the degree to which the job provides freedom to do the work as one sees fit; discretion in scheduling, decision making, and means for accomplishing a job.

210	27	To what extent does your job provide a chance to affect a lot of people?
211	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?
212	29	To what extent does your job require you to use a number of complex skills to accomplish a task?
209	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your work?
201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?

FACTOR 812 - TASK CHARACTERISTICS: A combination of skill variety, task identity, task significance, and job feedback designed to measure several aspects of one's job.

Variable Number	Statement Number	Statement
201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
202	18	To what extent does your job involve doing a whole task or unit of work?
203	19	To what extent is your job significant, in that it affects others in some important way?
272	22	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
204	25	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your work?
210	27	To what extent does your job affect a lot of people?
211	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?
212	29	To what extent does your job require you to use a number of complex skills to accomplish a task?
270	20	To what extent does your job provide a great deal of freedom and independence in scheduling your work?
271	21	To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?
213	30	To what extent does your job give you freedom to do your work as you see fit?
214	31	To what extent are you allowed to make the major decisions required to perform your job well?

FACTOR 814 - WORK REPETITION: Measures the extent to which one performs the same tasks or faces the same type of problems in his or her job on a regular basis.

Variable Number	Statement Number	Statement
225	39	To what extent do you perform the same tasks repeatedly within a short period of time?
227	40	To what extent are you faced with the same type of problem on a weekly basis?

FACTOR 815 (NOT USED!)

FACTOR 815 - DESIRED REPETITIVE EASY TASKS: Measures the extent to which one desires his or her job involve repetitive tasks or tasks that are easy to accomplish.

Variable Number	Statement Number	Statement
255	56	A job in which tasks are repetitive.
258	57	A job in which tasks are relatively easy to accomplish.

FACTOR - JOB INFLUENCES (NOT A STATISTICAL FACTOR):

Variable Number	Statement Number	Statement
216	33	To what extent do you feel accountable to your supervisor in accomplishing your job?
238	42	To what extent do co-workers in your work group maintain high standards of performance?

65

FACTOR 817 - ADVANCEMENT/RECOGNITION: Measures one's awareness of advancement and recognition, and feelings of being prepared (i.e., learning new skills for promotion).

Variable Number	Statement Number	Statement
236	41	To what extent are you aware of promotion/advancement opportunities that affect you?
239	43	To what extent do you have the opportunity to progress up your career ladder?

13

FACTOR 818 - WORK REPETITION and SUPERVISION (A): Measures the degree to which the worker has high performance standards and good work procedures. Measures support and guidance received, and the overall quality of supervision.

Variable Number	Statement Number	Statement
	404	58 My supervisor is a good planner.
	405	59 My supervisor sets high performance standards.
	410	60 My supervisor encourages teamwork.
	411	61 My supervisor represents the group at all times.
	412	62 My supervisor establishes good work procedures.
	413	63 My supervisor has made his responsibilities clear to the group.
	445	64 My supervisor fully explains procedures to each group member.
	416	65 My supervisor performs well under pressure.

FACTOR - MANAGEMENT and SUPERVISION (B): (NOT A STATISTICAL FACTOR)

Variable Number	Statement Number	Statement
	424	66 My supervisor takes time to help me when needed.
	434	71 My supervisor lets me know when I am doing a poor job.
	439	75 When I need technical advice, I usually go to my supervisor.

14

FACTOR 819 - SUPERVISORY COMMUNICATIONS CLIMATE: Measures the degree to which the worker perceives that there is good rapport with supervisors, that there is a good working environment, that improvement for task improvement is encouraged, and that rewards are based upon performance.

Variable Number	Statement Number	Statement
426	67	My supervisor asks members for their ideas on task improvements.
428	68	My supervisor explains how my job contributes to the overall mission.
431	69	My supervisor helps me set specific goals.
433	70	My supervisor lets me know when I am doing a good job.
435	72	My supervisor always helps me improve my performance.
436	73	My supervisor insures that I get job related training when needed.
437	74	My job performance has improved due to feedback received from my supervisor.
442	76	My supervisor frequently gives me feedback on how well I am doing my job.

FACTOR 820 - ORGANIZATIONAL COMMUNICATIONS CLIMATE: Measures the degree to which the worker perceives that there is an open communications environment in the organization, and that adequate information is provided to accomplish the job.

Variable Number	Statement Number	Statement
300	82	Ideas developed by my work group are readily accepted by management personnel above my supervisor.
301	83	My organization provides all the necessary information for me to do my job effectively.
302	84	My organization provides adequate information to my work group.
303	85	My work group is usually aware of important events and situations.
304	86	My complaints are aired satisfactorily.
309	91	The information in my organization is widely shared so that those needing it have it available.

FACTOR 821 - WORK GROUP EFFECTIVENESS: Measures one's view of the quantity, quality, and efficiency of work generated by his or her work group.

Variable Number	Statement Number	Statement
259	77	The quantity of output of your work group is very high.
260	78	The quality of output of your work group is very high.
261	79	When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
264	80	Your work group always gets maximum output from available resources (e.g., personnel and material).
265	81	Your work group's performance in comparison to similar work groups is very high.

FACTOR - WORK INTERFERENCES (NOT A STATISTICAL FACTOR): Identifies things that impede an individual's job performance.

Variable Number	Statement Number	Statement
217	48	To what extent do you have the necessary supplies to accomplish your job?
218	49	To what extent do details (last not covered by primary or additional duty descriptions) interfere with the performance of your primary job?
279	50	To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?

FACTOR 822 - JOB RELATED SATISFACTION: Measures the degree to which the worker is generally satisfied with factors surrounding the job.

Variable Number Statement Number Statement

705 101

Feeling of Helpfulness

The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.

709 102

Co-worker Relationships
My amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.

710 103

Family Attitude Toward Job
The recognition and the pride my family has in the work I do.

711 106

Work Schedule
My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.

712 107

Job Security

Acquired Valuable Skills
The chance to acquire valuable skills in my job which prepare me for future opportunities

713 108

My Job as a Whole

My organization rewards individuals based on performance.

FACTOR 823 - JOB RELATED TRAINING: Measures the extent to which one is satisfied with on-the-job and technical training received.

Variable Number Statement Number Statement

711 104

On-the-Job Training (OJT)
The OJT instructional methods and instructors' competence.

712 105

Technical Training (Other than OJT)

The technical training I have received to perform my current job.

FACTOR 824 - GENERAL ORGANIZATIONAL CLIMATE: Measures the individual's perception of his or her organizational environment as a whole (i.e. spirit of teamwork, communications, organizational pride, etc.).

Variable Number Statement Number Statement

705 305

Feeling of Helpfulness
The organization has a very strong interest in the welfare of its people.

709 306

Teamwork
I am very proud to work for this organization.

710 307

Organizational Mission
I feel responsible to my organization in accomplishing its mission.

711 308

Personal Recognition
Personnel in my unit are recognized for outstanding performance.

712 310

Teamwork
I am usually given the opportunity to show or demonstrate my work to others.

713 311

Teamwork
There is a high spirit of teamwork among my coworkers.

714 312

Teamwork
There is outstanding cooperation between work groups of my organization.

715 313

Teamwork
I feel motivated to contribute my best efforts to the mission of my organization.

716 314

Teamwork
My organization rewards individuals based on performance.

717 315

Teamwork
FACTOR 825 - MOTIVATION POTENTIAL SCORE: This factor is another variation of a scale employed by other job motivation theorists. The score ranges between 1 and 343 with 109 being the Air Force average. Low scores indicate a poorly motivating job. Score is computed using the following factors:

700 Skill variety
701 Task identity
702 Task significance
703 Job feedback
704 Task autonomy

Formula $(800 - 801 + 802 / 3) * 813 * 804$

VARIABLES

Variable Number	Factor Number	Statement Number	Statement	Variable Number	Factor Number	Statement Number	Statement
201	800/812	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?	213	813	30	To what extent does your job give you freedom to do your work as you see fit?
202	801/812	18	To what extent does your job involve doing a <u>whole</u> task or unit of work?	214	813	31	To what extent are you allowed to make the major decisions required to perform your job well?
203	802/812	19	To what extent is your job significant, in that it affects others in some important way?	215	811	32	To what extent are you proud of your job?
204 & 205	--	--	(Not used)	216*	--	33	To what extent do you feel accountable to your supervisor in accomplishing your job?
206	805	23	To what extent do <u>additional</u> duties interfere with the <u>performance</u> of your primary job?	217	810	34	To what extent do you know exactly what is expected of you in performing your job?
207	805	24	To what extent do you have adequate tools and equipment to accomplish your job?	218	810	35	To what extent are your job performance goals difficult to accomplish?
208	805	25	To what extent is the amount of work space provided adequate?	219 & 220	--	--	(Not used)
209	804/812	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?	221	810	36	To what extent are your job performance goals realistic?
210	802/812	27	To what extent does doing your job well affect a lot of people?	222-225	--	--	(Not used)
211	801/812	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?	226	814	39	To what extent do you perform the same tasks repeatedly within a short period of time?
212	800/812	29	To what extent does your job require you to use a number of complex skills?	227	814	40	To what extent are you faced with the same type of problem on a weekly basis?

* This variable is an element of "job influences" (not a statistical factor).

<u>Variable Number</u>	<u>Statement Factor Number</u>	<u>Statement</u>	<u>Statement Number</u>	<u>Statement</u>
228-233	--	-- (Not used)	256 & 257	-- (Not used)
234	817	41 To what extent are you aware of promotion/advancement opportunities that affect you?	258	816 A job in which tasks are relatively easy to accomplish.
235-237	--	-- (Not used)	259	821 The quantity of output of your work group is very high.
238*	--	42 To what extent do co-workers in your work group maintain high standards of performance?	260	821 The quality of output of your work group is very high.
239	817	43 To what extent do you have the opportunity to progress up your career ladder?	261	821 When high priority work arises, such as short suspensions, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
240	817	44 To what extent are you being prepared to accept increased responsibility?	262 & 263	-- (Not used)
241	817	45 To what extent do people who perform well receive recognition?	264	821 Your work group always gets maximum output from available resources (e.g., personnel and material).
242-243	--	-- (Not used)	265	821 Your work group's performance in comparison to similar work groups is very high.
249	806	51 Opportunities to have independence in my work?	266-269	-- (Not used)
250	806	52 A job that is meaningful.	270	813 To what extent does your job provide a great deal of freedom and independence in scheduling your work?
251	806	53 The opportunity for personal growth in my job.	271	813 To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?
252	806	54 Opportunities in my work to use my skills.	272	804/812 To what extent are you able to determine how well you are doing your job without feedback from anyone else?
253	806	55 Opportunities to perform a variety of tasks.		
254	--	-- (Not used)		
255	816	56 A job in which tasks are repetitive.		

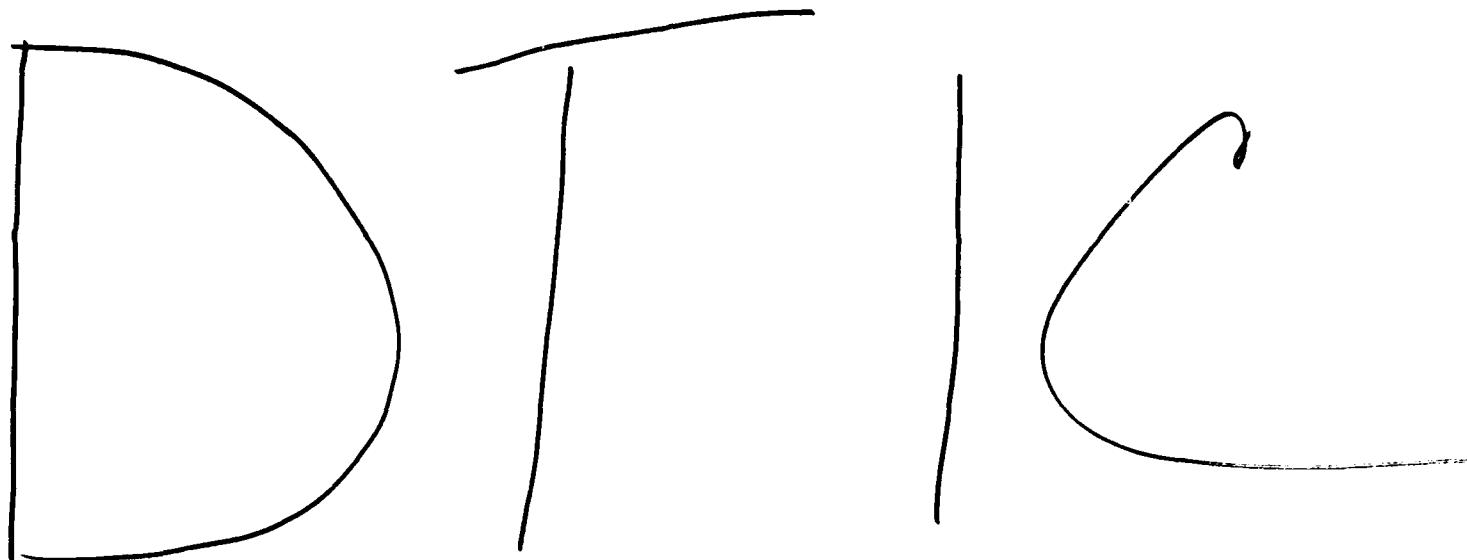
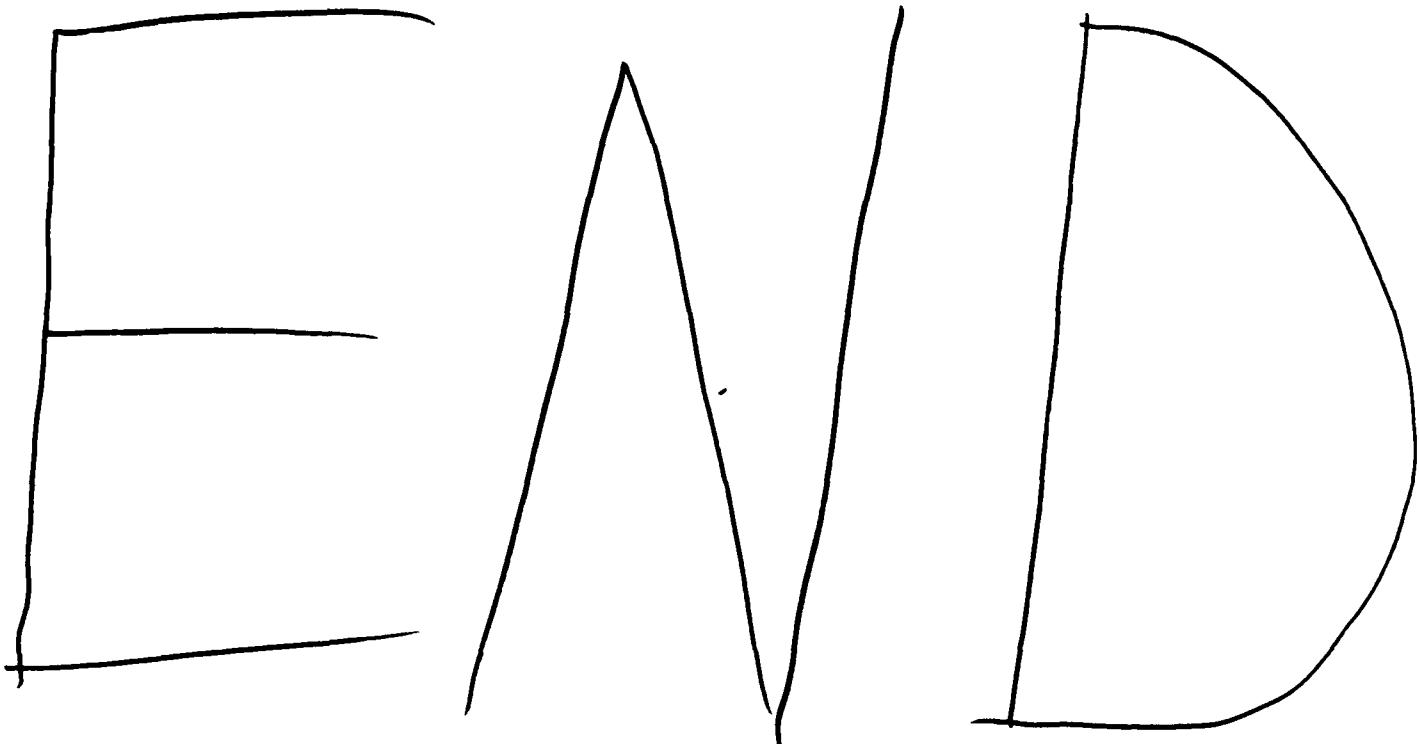
* This variable is an element of "job influences" (not a statistical factor).

<u>Variable Number</u>	<u>Statement Number</u>	<u>Statement</u>	<u>Variable Number</u>	<u>Statement Number</u>	<u>Statement</u>
273	810	36 To what extent are your job performance goals clear?	303	820	85 My work group is usually aware of important events and situations.
274	810	37 To what extent are your job performance goals specific?	304	820	86 My complaints are aired satisfactorily.
275	811	46 To what extent does your work give you a feeling of pride?	305	824	87 My organization is very interested in the attitudes of the group members toward their jobs.
276	817	47 To what extent do you have the opportunity to learn skills which will improve your promotion potential?	306	824	88 My organization has a very strong interest in the welfare of its people.
277**	--	48 To what extent do you have the necessary supplies to accomplish your job?	307	824	89 I am very proud to work for this organization.
278**	--	49 To what extent do details (task not covered by primary or additional duty descriptions) interfere with the performance of your primary job?	308	824	90 I feel responsible to my organization in accomplishing its mission.
279**	--	50 To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group? (Not used)	309	820	91 The information in my organization is widely shared so that those needing it have it available.
280-299	--	--	310	824	92 Personnel in my unit are recognized for outstanding performance.
300	820	82 Ideas developed by my work group are readily accepted by management personnel above my supervisor.	311	824	93 I am usually given the opportunity to show or demonstrate my work to others.
301	820	83 My organization provides all the necessary information for me to do my job effectively.	312	824	94 There is a high spirit of teamwork among my co-workers.
302	820	84 My organization provides adequate information to my work group.	313	824	95 There is outstanding cooperation between work groups of my organization.

** These variables are elements of "work interferences" (not a statistical factor).

Variable Number	Factor	Statement Number	Statement	Variable Number	Factor	Statement Number	Statement
314	820	96	My organization has clear-cut goals.	426	819	67	My supervisor asks members for their ideas on task improvements.
315	824	97	I feel motivated to contribute my best efforts to the mission of my organization.	427	--	--	(Not used)
316	824	98	My organization rewards individuals based on performance.	428	819	68	My supervisor explains how my job contributes to the overall mission.
317	820	99	The goals of my organization are reasonable.	429 & 430	--	--	(Not used)
318	820	100	My organization provides accurate information to my work group.	431	819	69	My supervisor helps me set specific goals.
319-401	--	--	(Not used)	432	--	--	(Not used)
402	818	50	My supervisor is a good planner.	433	819	70	My supervisor lets me know when I am doing a good job.
403	818	51	My supervisor sets high performance standards.	434***	--	71	My supervisor lets me know when I am doing a poor job.
404-409	--	--	(Not used)	435	819	72	My supervisor always helps me improve my performance.
410	818	53	My supervisor encourages teamwork.	436	819	73	My supervisor insures that I get job related training when needed.
411	818	61	My supervisor represents the group at all times.	437	819	74	My job performance has improved due to feedback received from my supervisor.
412	818	62	My supervisor establishes good work procedures.	438	--	--	(Not used)
413	818	63	My supervisor has made his responsibilities clear to the group.	439***	--	75	When I need technical advice, I usually go to my supervisor.
414 & 415	--	--	(Not used)	440 & 441	--	--	(Not used)
416	818	65	My supervisor performs well under pressure.	442	819	76	My supervisor frequently gives me feedback on how well I am doing my job.
417-423	--	--	(Not used)	443 & 444	--	--	(Not used)
424***	--	66	My supervisor takes time to help me when needed.	445	818	64	My supervisor fully explains procedures to each group member.
425	--	--	(Not used)	446-704	--	--	(Not used)
			*** These variables are elements of "supervisory assistance" (not a statistical factor).				

Variable Number	Factor Number	Statement Number	Statement
705	822	101	<u>Feeling of Helplessness</u> The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
706-708	--	--	(Not used)
709	822	102	<u>Co-worker Relationships</u> My amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
710	822	103	<u>Family Attitude toward Job</u> The recognition and the pride my family has in the work I do.
711	823	104	<u>On-the-Job Training (OJT)</u> The OJT instructional methods and instructors' competence.
712	823	105	<u>Technical Training (Other than OJT)</u> The technical training I have received to perform my current job.
713-716	--	--	(Not used)
717	822	106	<u>Work Schedule</u> My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
718	822	107	<u>Job Security</u>
719	822	108	<u>Acquired Valuable Skills</u> The chance to acquire valuable skills in my job which prepare me for future opportunities.
720-722	--	--	(Not used)
723	822	109	<u>My Job as a Whole</u>
724-999	--	--	(Not used)



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